

Search Insights Report

UC Davis Health

Chief Strategy Officer

UC Davis Health – Chief Strategy Officer

UC Davis Health partnered with Furst Group to find a Chief Strategy Officer to continue moving the organization forward by advancing its focus on building stronger community partnerships and affiliations. As a leading national academic health system, UC Davis Health is ranked among the Top 10 medical schools in the United States, the Top 30 for medical centers, and the Top 50 for schools of nursing.



MAPPING THE ROLE

Defining success is an integral part of identifying the ideal candidate profile. Beyond the description of the position itself, it is important to develop a deep understanding of the culture and the needs of the organization, while also considering the specific factors and support needed for the executive leader to achieve the desired outcomes.

For UC Davis Health, success was crucially dependent on finding a strategic executive who had the competencies and operational experience to design and execute a new clinical strategy within the distinctive pace and cadence of an academic health system and subsequently drive the evolution of the organization's culture over time as it continues to evolve its [Product Leader-Experience Leader model](#).¹

¹Source: [pwc.com/us/future-academic-medical-centers](https://www.pwc.com/us/future-academic-medical-centers)

NAVIGATING THE MARKET

Strategy executives are in high demand. These leaders, however, are acutely decisive when considering their next opportunity. Employing an intentional, informed approach to the market allowed potential candidates to match their style to that of the organization in several key categories, including risk tolerance, agility, and propensity to innovate.

The ideal candidate for UC Davis Health would also embody and continue to advance a commitment to high-quality healthcare, diversity of care delivery, and convenience of the care delivery experience, while building upon the system's legacy of quiet excellence. The opportunity is to lead the system to the next level in the core missions of care delivery, research, education of the next generation of health providers, and community benefit.

SLATE DYNAMICS

The strong partnership between Furst Group and UC Davis Health provided a solid, targeted approach to the competitive Chief Strategy Officer talent market and produced a highly dynamic candidate slate that included leaders with for-profit experience in complex markets and varied experience in all facets of academic institutions, as well as high-potential candidates ready to step-up in their careers.

INSIGHTS

Soft skills like comfort with ambiguity, courage, and foresight are not found on a resume and take solid assessment practices. Be prepared to tell stories of success (and failure). What kind of culture will allow you to be at your best?

EDUCATION

92%
Master's
Degrees

16%
Doctorates
(PhD)

CURRENT STATUS

25%

Sitting or recent CSO

INSIGHTS

Lateral moves are harder to justify – identifying candidates in smaller markets or a step below Chief Strategy Officer was important. What motivates you?

75%

Actively Interviewing

INSIGHTS

The market for strategy executives is highly active, with $\frac{3}{4}$ of candidates entertaining multiple opportunities and actively seeking a growth opportunity. Be open to new opportunities and if your phone is not ringing, evaluate your visibility.

58%

Local market healthcare experience

INSIGHTS

Organizational vision and messaging of opportunity are important as the majority of candidates were passively recruited from target organizations (58%.) Know what you want next and be willing to talk to recruiters.

UC DAVIS
HEALTH

EXPERIENCE

92 %
Academic
Health System
Experience



18 +
YEARS
Average
Healthcare
Experience



67 %
Had
Multi-Industry
Backgrounds

INSIGHTS

Career path variability adds complexity – the path to strategy can be as unique as the leaders, often including various depths in finance, marketing/business development, and/or planning. Know your story, your value-added skills, and where you are going.



INSTALLATION AND ONBOARDING

Within many of our C-level searches, we embed our sister company, NuBrick Partners, from the start to assist with the selection and installation of the new leader. NuBrick's expertise in leadership development and executive team performance minimizes the potential disruptive impact of transitioning a new leader into an organization. It also accelerates the leader's immersion and cohesion into the culture and the team, translating into higher success rates and reduced time to results.